

# Memorandum



CITY OF DALLAS

DATE May 2, 2024

Honorable Members of the City Council Housing and Homelessness Solutions  
TO Committee: Jesse Moreno (Chair), Cara Mendelsohn (Vice Chair), Zarin D. Gracey,  
Chad West, Gay Donnell Willis

SUBJECT **Office of Homeless Solutions – Master Leasing Program Update**

The purpose of this memorandum is to provide an update on the Master Leasing Program approved by City Council during the FY 2023-24 budget development process. The goal of the Program was to work with a 3rd party organization to utilize up to \$3 million held in reserve for this purpose, as needed to secure vacant units until they can be filled by tenants through existing funding mechanisms, like the Dallas R.E.A.L. Time Rapid Rehousing (DRTRR) Initiative, now known as the R.E.A.L. Time Rehousing (RTR) Initiative. Housing Forward was the single proposer. The contract was approved by the City Council on June 28, 2023, with a contract term of June 28, 2023, through June 27, 2024, with a possible one-year extension.

Throughout the DRTRR and RTR process, Housing Forward has built a strong Housing Location Team, securing partnerships with over 400 landlords and secured holds on 1,051 private market units in the last 12 months. Due to this teams' abilities, units have been largely secured without having to access the Master Leasing funds.

Prior to October 2023, Housing Forward was utilizing private funding to assist with strengthening the systems' unit acquisition strategy, which includes quickly acquiring affordable units and cultivating partnerships with landlords and property managers through an incentive plan. In addition to funding essential costs such as security deposits, application fees and administration fees, the incentive plan allows the funding of landlord incentives, hold fees, risk fees and damage mitigation fees. These costs fall within the scope of the Master Leasing contract with the City of Dallas, and after absorbing costs with private funds through September 2023, Housing Forward will now begin charging the Master Leasing contract for these costs beginning October 2023 through the remainder of the contract including the extension of the contract to June 27, 2025. Total amount obligated for October 2023 expenses is \$17,011, with an estimated projection through the end of the contract extension of an estimated ~\$1M.

Housing Forward has four (4) Housing Locators who engage new and existing landlords to expand and diversify the portfolio of units available to clients referred through the All Neighbors Coalition Coordinated Access System. Housing Locators negotiate with

landlords by seeking to reserve blocks of vacancies and setting those units aside for the homeless rehousing system.

The Housing Location Team leverages ‘ALN Apartment Data’ platform, high level partnerships with the Apartment Association and community leaders, and information fairs to seek out landlords and property managers. Through the ALN platform, Team members determine who has low occupancy rates and reaches out to those landlords and property managers to promote the benefits of partnering with the system. For information sessions, communication is new and existing landlord partners. During the information fair sessions, the Housing Location team communicates the benefits of partnering with the system to prospective partners.

There are several activities that contribute to the success of this project which include:

1. Landlord engagement
2. Communicating
3. Unit Inventory Management

Program workplan:

Major Activity	Timeline
<b>Landlord Engagement</b>	
<ul style="list-style-type: none"> <li>• Expand Units w/ New landlords</li> </ul>	Weekly Field Outreach
<ul style="list-style-type: none"> <li>• Expand units w/ existing landlords</li> </ul>	Weekly Field Outreach
<ul style="list-style-type: none"> <li>• Implement Landlord Retention Program w/ new properties (ongoing support to landlords, tenants, and case managers to support successful tenancies)</li> </ul>	Ongoing
<ul style="list-style-type: none"> <li>• High-level engagement w/ top 20 largest properties</li> </ul>	Quarterly
<b>Communication</b>	
<ul style="list-style-type: none"> <li>• Landlord Engagement Marketing</li> </ul>	Quarterly
<ul style="list-style-type: none"> <li>• Landlord Information Sessions</li> </ul>	Quarterly
<b>Unit Inventory Management</b>	
<ul style="list-style-type: none"> <li>• Maintain current unit specs in Padmission</li> </ul>	Ongoing
<ul style="list-style-type: none"> <li>• Manage unit applications w/ tenants and landlords</li> </ul>	Ongoing
<ul style="list-style-type: none"> <li>• Manage ‘held units’ to ensure units are leased within contracted timespan</li> </ul>	Ongoing

Should you have any questions, please reach out to me or Christine Crossley, Director of the Office Homeless Solutions at [Christine.Crossley@dallas.gov](mailto:Christine.Crossley@dallas.gov).

DATE May 24, 2024  
SUBJECT **Office of Homeless Solutions – Master Leasing Program Update**  
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Service First,



Dr. Robert Perez  
Assistant City Manager

c: Kimberly Bizer Tolbert, Interim City Manager  
Tammy Palomino, City Attorney  
Mark Swann, City Auditor  
Billierae Johnson, City Secretary  
Preston Robinson, Administrative Judge  
Jon Fortune, Deputy City Manager  
Majed A. Al-Ghafry, Assistant City Manager

M. Elizabeth (Liz) Cedillo-Pereira, Assistant City Manager  
Donzell Gipson, Assistant City Manager (I)  
Robin Bentley, Assistant City Manager (I)  
Jack Ireland, Chief Financial Officer  
Genesis D. Gavino, Chief of Staff to the City Manager  
Directors and Assistant Directors